



# Finance Department Business Plan

**Fiscal Years: 2021 and 2022**  
(10/1/2020 through 9/30/2022)

Approved by:

A handwritten signature in blue ink, appearing to read "Barbara Gomez".

Barbara Gomez, Deputy Finance Director

A handwritten signature in blue ink, appearing to read "Edward Marquez".

Edward Marquez, Chief Financial Officer/Finance Director

03/08/2021

Date

Date

Plan Date: March 8, 2021

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### BUSINESS PLAN REPORT



## DEPARTMENT OVERVIEW

### Department Mission

The Finance Department delivers efficient and effective financial services for sound management decision-making, and is responsible for financial compliance and guidance, centralized accounting, cash management, business solutions support, financial and debt management services, tax collection and distribution, and the collection of delinquent accounts and fines for various County departments, serving the public and all of the county departments and offices.

### Our Customer

The Finance Department provides services to internal and external customers. Customer, customer groups, and market segments needs are identified and determined by Federal, State, and County statutory mandates. Our main focus is to provide service to the public, employees, County departments, offices or external agencies. We continuously work with and meet with our financial counterparts throughout the county to provide routine support, informative/regulatory changes, and to discuss/facilitate project goals.



Departmental Business Plan and Outlook  
 Department Name: Finance Department  
 FY2020-21 & FY2021-22

Table of Organization

FINANCE DEPARTMENT

OFFICE OF THE DIRECTOR

- Formulates and directs overall financial policy of the County and provides leadership and direction of departmental operations

<u>FY 20-21</u>	<u>FY 21-22</u>
6	6

COMPLIANCE AND ADMINISTRATION DIVISION

Provides administration of departmental activities and monitors Countywide financial Payment Card Industry Compliance

<u>FY 20-21</u>	<u>FY 21-22</u>
5	6

BOND ADMINISTRATION DIVISION

Manages the County's debt financing

<u>FY 20-21</u>	<u>FY 21-22</u>
8	8

CASH MANAGEMENT DIVISION

Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy

<u>FY 20-21</u>	<u>FY 21-22</u>
7	6

CONTROLLER DIVISION

Satisfies legal and mandated requirements; processes vendor payments and payroll; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting

<u>FY 20-21</u>	<u>FY 21-22</u>
132	132

TAX COLLECTOR DIVISION

Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes, license fees (auto, boat, hunting, and fishing), and the collection of delinquent accounts and fines.

<u>FY 20-21</u>	<u>FY 21-22</u>
250	250

BUSINESS SOLUTIONS SUPPORT DIVISION

Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions including ERP

<u>FY 20-21</u>	<u>FY 21-22</u>
7	7

Total number of full-time equivalent positions 418



**Strategic Alignment Summary**

General Government

- Friendly Government
  - *Provide easy access to information and services- GG1-1*
    - ✓ Continue expanding our electronic services to the community
    - ✓ Update procedures to enhance and provide secure services
- Excellent, engaged workforce
  - *Promote employee development and leadership- GG2-2*
    - ✓ Continue to address succession planning needs
    - ✓ Increase employee training, cross training, and ensure transfer of knowledge for key positions for those retiring due to DROP program and transfers for the Enterprise Resource Planning (ERP) project implementation
    - ✓ Continue to support work life balance initiatives to create employee engagement and improve employee retention efforts
  - *Attract and hire new talent- GG2-1*
    - ✓ Continue talent acquisition efforts to hire new employees whose skills set and experience enable us to address succession planning, changes in financial environment and new technology
- Efficient and effective service delivery through technology
  - *Deploy effective and reliable technology solutions that support Miami-Dade County services- GG3-1*
    - ✓ Modernize and migrate from existing legacy systems and infrastructure through implementation of the ERP financial software system; reduce dependence on end of life technologies
  - *Ensure security of systems and data- GG3-2*
    - ✓ Maintain compliance with Payment Card Industry (PCI) data security standards by reviewing, enhancing controls, and monitoring processes and training all employees with access to data annually (PCI Compliance)
    - ✓ Continuously monitor and enhance controls, processes, policies and procedures to secure customer data (Financial Systems Audit)
- Effective management practices
  - *Provide sound financial and risk management- GG4-1*
    - ✓ Maintain bond ratings at current levels or better
    - ✓ Ensure interest earned on County investments exceeds the six-month average of the 180 day Treasury Bill while adhering to the County's investment policy
- Effective and timely reporting
  - *Provide sound financial and risk management- GG4-1*
    - ✓ Maintain compliance with Governmental Accounting Standards Board (GASB) and the State of Florida Auditor General through completion of the Comprehensive Annual Financial Statements (CAFR) and submission to the State of Florida, Chief Financial Officer, of the Annual Financial Report (AFR) containing the local government financial reporting data
    - ✓ Ensure timely review and adherence to Single Audit requirements
    - ✓ Maintain compliance and timely reporting with Bond Disclosure reporting requirements and Payment Card Industry (PCI) annual Attestation of Compliance





**Departmental Business Plan and Outlook**  
**Department Name: Finance Department**  
**FY2020-21 & FY2021-22**

**Alignment of Scorecard Measures to Resilience**

<i>Scorecard Measures</i>	<i>Resilience Driver (Choose one from the list below)</i>												
Miami-Dade County: AP Aging (30 Days)	ES-3: Foster Economic Prosperity												
Miami-Dade County: AP Aging (45 Days)	ES-3: Foster Economic Prosperity												
Certificate of Achievement for Excellence in Financial Reporting Awarded	LS-1: Promote Leadership and Effective Management												
Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal	LS-1: Promote Leadership and Effective Management												
Expen: Total (Finance) (Annual budget divided by quarters)	LS-1: Promote Leadership and Effective Management												
Revenue: Total (Finance) (Annual budget divided by quarters)	LS-1: Promote Leadership and Effective Management												
Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	LS-1: Promote Leadership and Effective Management												
Compliance with Investment Policy and Guidelines	LS-1: Promote Leadership and Effective Management												
Average No. of Accounts Worked Per Day Per Collector	ES-3: Foster Economic Prosperity												
Total Revenue Collected on all Delinquent Debts (Countywide)	ES-3: Foster Economic Prosperity												
Debt Portfolio Fees	ES-3: Foster Economic Prosperity												
Bond Ratings Evaluation by Standard & Poor's	LS-1: Promote Leadership and Effective Management												
Bond Ratings Evaluation by Moody's	LS-1: Promote Leadership and Effective Management												
Debt Service Payments	LS-1: Promote Leadership and Effective Management												
Property Tax Distributions	ES-3: Foster Economic Prosperity												
Convention & Tourist Tax Distributions	ES-3: Foster Economic Prosperity												
Local Business Tax Distributions	ES-3: Foster Economic Prosperity												
Property Tax Installment Distributions	ES-3: Foster Economic Prosperity												
Bank Interest Distributions	ES-3: Foster Economic Prosperity												
Positions: Full-Time Filled (FIN)	LS-1: Promote Leadership and Effective Management												
No. of Employee Trainings Attended	LS-1: Promote Leadership and Effective Management												
<p style="text-align: center;"><i>Resilience Drivers:</i></p> <table> <tr> <td>LS1: Promote Leadership and Effective Management</td><td>ES1: Promote Cohesive and Engaged Communities</td></tr> <tr> <td>LS2: Empower a Broad Range of Stakeholders</td><td>ES2: Ensure Social Stability, Security, and Justice</td></tr> <tr> <td>LS3: Foster Long-Term and Integrated Planning</td><td>ES3: Foster Economic Prosperity</td></tr> <tr> <td>HW1: Meets Basic Needs</td><td>IE1: Provide and Enhances Protective Natural and Man-Made Assets</td></tr> <tr> <td>HW2: Supports Livelihoods and Employment</td><td>IE2: Ensure Continuity of Critical Services</td></tr> <tr> <td>HW3: Ensures Public Health Services</td><td>IE3: Provide Reliable Communication and Mobility</td></tr> </table>		LS1: Promote Leadership and Effective Management	ES1: Promote Cohesive and Engaged Communities	LS2: Empower a Broad Range of Stakeholders	ES2: Ensure Social Stability, Security, and Justice	LS3: Foster Long-Term and Integrated Planning	ES3: Foster Economic Prosperity	HW1: Meets Basic Needs	IE1: Provide and Enhances Protective Natural and Man-Made Assets	HW2: Supports Livelihoods and Employment	IE2: Ensure Continuity of Critical Services	HW3: Ensures Public Health Services	IE3: Provide Reliable Communication and Mobility
LS1: Promote Leadership and Effective Management	ES1: Promote Cohesive and Engaged Communities												
LS2: Empower a Broad Range of Stakeholders	ES2: Ensure Social Stability, Security, and Justice												
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HW1: Meets Basic Needs	IE1: Provide and Enhances Protective Natural and Man-Made Assets												
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HW3: Ensures Public Health Services	IE3: Provide Reliable Communication and Mobility												



## KEY ISSUES

### DIRECTOR/DEPARTMENT-WIDE KEY ISSUES

- **Enterprise Resource Planning (ERP) Implementation** – Continuation with the ERP project implementation. Challenges include completion of all financial modules design, Change Management, data conversion and successful user acceptance testing for go live.
- **Federal Emergency Management Agency (FEMA) Reimbursement** - The impact to the County of Hurricane IRMA, the Pandemic (COVID-19) and the reimbursement process related to the FEMA Grant Program have been extensive. FEMA adopted a “new process” that will require additional documentation and steps before approving and obligating projects and ultimately reimbursement from the State. Priority is being placed on processing, reviewing and expediting documents to secure reimbursement from FEMA through the State.
- **Pandemic-** Impact and uncertainty due to the pandemic and the effect on budget and resources.
- **Legislative Changes-** Researching the impact to the Finance Department of the November 6, 2018 electorate vote for an elected Tax Collector expected to take office January 2025.
- **Compliance** - The Finance Department has to ensure compliance with regulatory agencies and industry changes. Finance needs to keep abreast of changes in Governmental Accounting Standards Board (GASB), Securities and Exchange Commission (SEC), Internal Revenue Service (IRS), Federal Deposit Insurance Corporation (FDIC), Automated Clearing House (ACH), Payment Card Industry (PCI), Red Flag, and other Federal, State, and local regulations.
- **Contract Expirations and Renewals-** Various departmental contracts will be expiring in the next couple of years. Decisions will need to be made on options and impact with on-going ERP implementation.
- **Staffing and Training** - It is becoming difficult to find the competent workforce with the required specialized skills and experience. Training needs to be incorporated or expanded to increase our workforce skills and develop talent for succession planning. A policy for employees working from home needs to be established which includes a simplified process for supply distribution.





**Compliance and Administration Division - Key Issues**

- As a credit card merchant, Miami Dade County (MDC) is required to complete an annual Payment Card Industry review of its credit card systems and sign an Attestation of compliance form annually for the services it provides to its customers. The requirements for securing cardholder data are expected to continue to increase as the industry standards change and the transaction volume levels increase. In FY21-22 we expect a change in the standards including an inclusion for E-check compliance.
- The Credit Card merchant provider contract is expiring and we need to begin work on the Scope of Work in FY2021 as this will have a major impact on the County processes. Involvement from the County departments will be essential to ensure their service needs are met.
- Conversion of contracts and inventory to the new ERP Procurement system impact, training and development of system reports
- For employees working at home, we do not have a Work at Home policy to provide us the ability to be more efficient and innovative in our processes. This includes purchases of equipment vs. reimbursement of costs.
- Ensuring new employees are properly acquainted with Finance environment and processes.
- Impact of ERP implementation going live on 04/01/21 and effects on staffing and Finance budget.
- Impact and uncertainty due to the pandemic and the effect on budget and resources.

**Bond Administration Division - Key Issues**

- The Tax Cuts and Jobs Act was signed into law in December 2017, the law eliminated the ability to issue tax-exempt advance refunding bonds, this is expected to continue to impact the divisions' ability to do refunding transactions.
- Compliance with new amendment to the Security and Exchange Commission Rule 15c2-12 which requires issuers to disclose incurrences of material financial obligations including leases to be disclosed in the Electronic Municipal Market Access (EMMA) website effective February 2019.
- Impact and uncertainty due to the pandemic and the effect on budget and resources.
- Reviewing and negotiating termination of the two outstanding County swaps, due to considerable uncertainty over the future of Deutsche Bank and Deutsche Bank's U.S. operations decreasing cash flows.
- Interest rates will continue to be a deciding factor in the cost of issuing debt.





### **Cash Management Division – Key Issues**

- County purchases are limited to short, fixed income securities. This conservative strategy means that Fed rate policy continues to have a major influence on County earnings.
- Wells Fargo Bank has asked the County to maintain low daily cash balances in the bank accounts going forward on a month to month basis. This is in order to allow Wells Fargo to comply with asset size limitations placed on the bank by regulators. Normally in a low interest rate environment, the County would leave large cash balances in order to earn enough analysis credits which are used to pay banking related expenses. Under this arrangement Wells Fargo will continue to pay banking related services (including certain third party invoices); however, cash balances will not earn any analysis credits. Each month, analysis earnings/deficits will have a zero balance. Cash Management will need to manage liquidity so that funds will be available to be left on deposit when the restrictions on the banks asset size is lifted by regulators.
- Impact and uncertainty due to the pandemic and the effect on budget and resources.

### **Controller's Office Division – Key Issues**

- Staffing and Training: Continue to recruit to staff for key individuals retiring and develop bench strength and an enhanced understanding of accounting processes and transactions to ensure knowledge transfer for employees retiring.
- Facilitate the internal control review being formed County-wide Plante Moran.
- CAFR Reporting Platform - Issuing FY 2020 and future CAFRs using the Workiva reporting tool. Numbers, narratives, calculations are linked throughout the CAFR. When data is changed at the source it is changed in the destination throughout. Work with consultant to implement best practices for the CAFR ledger, period 13 adjustments and financial report automation from PeopleSoft
- Reimbursement process related to FEMA Grant Program for Hurricane IRMA and the Pandemic (COVID-19) are complex and time consuming and we expect to continue recovering reimbursements beyond fiscal year 2021.



### **Tax Collector Division - Key Issues**

- Inability to accept in-person credit card payments at the public service office counter.
- Continue to refine business processes and compliance within the tax system (TaxSys) to ensure efficient payments processing and customer service delivery.
- Restart the project in association with ITD to create a Geographic Information System (GIS) platform in association with other County departments that will ease the process of identifying new and defunct businesses in Miami-Dade County and its municipalities, enhancing the collection efforts of Local Business tax and Tangible Personal Property taxes.
- Enhanced Department of Revenue (CFCA) training for Tax Collector staff to increase proficiency by improving knowledge of all taxes, and raise professionalism standards through available Tax Collector's Association courses of learning.
- Continue implementation of recommendations by OMB/TC following efficiency studies on Local Business Tax (LBT), and Tangible Personal Property (TPP). (Ongoing) and our latest project, the Convention and Tourist taxes (C & T) unit.
- All transient rental accommodations, including ones using peer to peer platforms such as Airbnb and VRBO, will be required to register for local business tax.
- Impact and uncertainty due to the pandemic and the effect on budget and resources.
- Working with ISD on Credit and Collections system to be implemented in FY21-22.
- New Code Enforcement Administration unit transferred to the Credit and Collections section from Clerk of Courts needs to be fully established.

### **Business Solutions Support Division- Key Issues**

- ERP implementation project.
  - Continue to work with consulting firm on implementation, including among others, business process change management, user training, and knowledge transfer.
  - INFORMS functional assistance to MDC specific to Finance Department and County Departments (It is expected that INFORMS will create a very large number of go-live and ongoing phone calls which will require ticketing entry, triage and proper escalation, i.e. questions on functionality, policy, accounting structures and crosswalks, etc.)
- Continue enhancing usage of electronic document technology in order to increase service efficiencies. Continue working with ITD to support the Invoice Workflow Automation (IWA) application which poses challenges due to vendor limited support and tool at end of life while continuing to integrate with the ERP system.





## **PRIORITY INITIATIVES**

### **DEPARTMENT-WIDE INITIATIVES**

1. Continue to support the County-wide financial management ERP system. Work closely with ITD, OMB, HR, and ISD departments for integration and implementation of ERP. Continue working with all teams and ensure go live is ready for April implementation.
2. Researching and understanding the impact to the Finance Department and the County of the November 6, 2018 electorate vote for an elected Tax Collector to take office January 2025.
3. Requesting approval to establish a New Division to separate the Credit and Collections section that will remain within the County and establish it as the Credit and Collection Division within the Finance Department.
4. Continue working with all County departments, FEMA and the State to expedite invoice processing and reimbursements of the FEMA Grant Program. Expert third party support to develop robust process for future information gathering and reporting.
5. Staying abreast of external reporting requirements; GASB, SEC, ACH, IRS, PCI, FDIC, Red Flag, and other Federal, State, and local regulations. Implement new policies as required by the Payment Card Industry Security Standards Council and monitor countywide financial compliance.
6. Review all departmental contracts with divisions that will be expiring in the next couple of years to determine best procurement options for continuity of services (OTR, RFP, etc.). Decisions will need to be made on options to mitigate impact with on-going ERP implementation.
7. Continue plan to address Succession Planning efforts for the Department. Focus on talent development through cross-training to ensure transfer of knowledge.
8. Review business processes and increase employee training in order to ensure transfer of knowledge and address changes in technology.
9. Determine options for handling impact of pandemic on budget and/or resources.
10. Work with departments on changing environment (ERP, Work at Home, etc.) to determine options for changes in processes and procedures that can aid in efficiencies while maintaining appropriate levels of controls.
11. Ensure all debt service payments are made on a timely basis.
12. Research options to accept credit cards at the public service office counter while being compliant with County policies.
13. Initiate new employee orientation program working with all Division Directors.



## FUTURE OUTLOOK

The Finance Department will continue to provide and expand services to its customers as we transition to a new ERP system, train new employees, seek FEMA reimbursements, and manage the changes brought as a result of the November 6, 2018 electorate vote for an elected Tax Collector expected to take office on January 2025.

The new ERP Solution is expected to deploy “best practices” of the latest application release functionality, including self-service functionality for employees/vendors/constituents, and automated workflows for approval and process efficiency. ERP will become the system of record/functionality for Human Resources, Procurement, Finance, Budgeting, and Reporting for the County. This multi-year project will include application architecting, business process design, application modification where required to meet business needs, implementation, configuration, testing, planning, data migration, documentation, training, development of required interfaces programs, change management, and subsequent post go-live support.

A number of these factors may affect the department’s operations within the next two to four years. In addition to the ERP system implementation which replaces the current financial accounting systems, several key employees with significant knowledge are retiring. Cross-training of new and existing employees has become a key objective in our succession planning. Additionally, county-wide financial compliance continuous to increase (reporting and fraud detection), and more resources towards FEMA reimbursements will need to be dedicated.

Our focus will continue to be on providing financial services to the public and county departments, while we expand our technology, cross train our employees, and proactively manage the legislative changes, compliance, staffing levels and our succession plan. Emphasis on innovation and efficiency will be key as we roll out the new ERP system and implement new processes and procedures county-wide. Efforts towards improving remote work will continue as we seek to motivate, recruit, and retain talented workforce with the new “norm” and virtual environment.





3/5/2021

Oracle BI Interactive Dashboards - Scorecard


As Of <= 03/05/2021												
<b>Business Plan Report</b>												
<b>Finance Department</b>												
Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag	Actual	Target	FY2020-21 Annualized Target	FY2021-22 Annualized Target
Customer	Monitor and Report Timely Payment of Invoices	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-2: Create and maintain an environment friendly to businesses, large and small	Miami-Dade County: AP Aging (30 Days)	⚡	ES-3: Foster Economic Prosperity	'21 FQ1	⚡	83%	70%	70%	70%
				Miami-Dade County: AP Aging (45 Days)	⚡	ES-3: Foster Economic Prosperity	'21 FQ1	⚡	93%	90%	90%	90%
	Provide Accurate, Timely Reporting	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Certificate of Achievement for Excellence in Financial Reporting Awarded	⚡	LS-1: Promote Leadership and Effective Management	2019 FY	⚡	1	1	1	1
	Expand Access to County Government by Placing Information and Transactions on-line	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services	Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal	⚡	LS-1: Promote Leadership and Effective Management	2020	⚡	\$2,158,002,373	\$1,977,000,000	n/a	n/a
Financial	Meet Budget Targets (Finance)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Expen: Total (Finance) (Annual budget divided by quarters)	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	\$11,427K	\$15,266K	\$61,063K	\$63,776K
				Revenue: Total (Finance) (Annual budget divided by quarters)	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	\$22,019K	\$15,266K	\$61,063K	\$63,776K
	Sound Asset Management and Financial Investment Strategies - Cash Management	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	⚡	LS-1: Promote Leadership and Effective Management	Jan '21	⚡	0.165%	0.050%	.6	.07
				Compliance with Investment Policy and Guidelines	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	100%	100%	100%	100%
	Maximize Revenues through Intensive Collection Activity (Credit and Collection)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Average No. of Accounts Worked Per Day Per Collector	⚡	ES-3: Foster Economic Prosperity	'21 FQ1	⚡	29	45	45	45
				Total Revenue Collected on all Delinquent Debts (Countywide)	⚡	ES-3: Foster Economic Prosperity	'21 FQ1	⚡	\$3,084,573	\$5,834,025	\$23,336,100	\$23,394,57
				Debt Portfolio Fees	⚡	ES-3: Foster Economic Prosperity	'21 FQ1	⚡	\$1,054K	\$1,822K	\$7,288K	\$7,288K
	Monitor Countywide Bond Ratings	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Bond Ratings Evaluation by Standard & Poor's	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	AA	AA	AA	AA
				Bond Ratings Evaluation by Moody's	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	Aa2	Aa2	Aa2	Aa2
				Debt Service Payments	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	100%	100%	100%	100%
	Tax Collector Distributions per Florida § 197.383	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Property Tax Distributions	⚡	ES-3: Foster Economic Prosperity	Feb '21	⚡	1	1	14	14
				Convention & Tourist Tax Distributions	⚡	ES-3: Foster Economic Prosperity	Feb '21	⚡	1	1	12	12
				Local Business Tax Distributions	⚡	ES-3: Foster Economic Prosperity	Feb '21	⚡	1	1	12	12
				Property Tax Installment Distributions	⚡	ES-3: Foster Economic Prosperity	Feb '21	⚡	0	0	4	4
				Bank Interest Distributions	⚡	ES-3: Foster Economic Prosperity	Feb '21	⚡	0	0	4	4
Learning and Growth	Learning/Training	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Positions: Full-Time Filled (FIN)	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	371	415	415	415
				No. of Employee Trainings Attended	⚡	LS-1: Promote Leadership and Effective Management	'21 FQ1	⚡	124	187	187	150
<b>Initiatives</b>												
Objective Name	Initiative			As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners	
Cohesive, Standardized Countywide Financial Systems and Processes - Finance	Roll out Miami-Dade County's ERP PeopleSoft Financial Modules			12/31/2020	In Progress						Bello, Joaquin (FIN); Gomez, Barbara (FIN); Rizzo, Madelin (FIN); Rufat, Berta (FIN)	

<https://obieprd.miamidade.gov/analytics/saw.dll?Dashboard>

FINANCE DEPARTMENT  
DIVISION STAFFING CHART: BAT  
FISCAL YEAR 20-21 & 21-22

3/8/2021

Budget Submissions as of Feb 2021

  
Vivian Delgado  
Barbara Gomez  
Edward Marquez

Mayor's Office			
FY 20-21 Budget		FY 21-22 Base	
1	Chief Financial Officer/Finance Director	1	

FN01

Finance Director's Office			
FY 20-21 Budget		FY 21-22 Base	
Administration			
1	Deputy Finance Dir. 0397-L	1	
1	Executive Secretary 0095-L	1	
2		2	

Office of Human Resources			
1	Chief, Human Res 0418-L	1	
1	Personnel Specialist II 0412-L	1	
2	Human Resources Mgr. 0415-L	2	
4		4	

Finance Director Position Summary			
6	Full Time	6	

Finance Compliance & Administration Division			
FY 20-21 Budget		FY 21-22 Base	
1	Dir., Finance, Compliance, & Admin Div	1	

Compliance

1	Fin Reg. Comp Admin 396-L	1	
0	Clerk -329 (pending reclass)	1	
1	Special Proj. Admin. I 0831-L	1	
2		4	

Procurement/Contracts Administration

1	Dept Adm Coordinator 0395-L	1	
1	Admin. Officer II 0811	1	
2		2	

Compliance & Administration Positions Summary			
5	Full Time	6	
5	Part-Time	6	

		FN02	
Controller Division			
FY 20-21 Budget		FY 21-22 Base	
Controller Administration			
1	Controller 0377-L		1
1	Admin Secretary 0094		1
1	OSS II 0021		0
3			2

Bond Administration Division			
FY 20-21 Budget		FY 21-22 Base	
1	Dir., Bond Admin. Div. 0389	1	
2	Senior Bond Analyst 0385-L	2	
2	Bond Analyst 0387-L	2	
1	Bond Accountant II 0390	1	
1	Bond Accountant I 0384	1	
1	Admin Secretary 0094	1	
8		8	

Finance Business Solutions Support Division			
FY 20-21 Budget		FY 21-22 Base	
1	Dir., Finance Business Solutions Support	1	

Administrative Support

1	Asst. Controller 0375-L (Asst. Div Director)	1	
2		2	

ERP Support

1	ERP Bus Anal 2	1	
1	ERP Bus Anal 3	1	
1	Senior Finance Analyst 0383-L	1	
3		3	

FAMIS/ADPICS Application Support

1	Fin Sys Support Adm 0340-L	1	
1	Special Proj. Adm. I 0831-L	1	
1	Special Proj. Adm. 2 0832-PT-L	1	
3		3	

Business Solutions Support Positions Summary			
7	Full Time	7	
1	Part-Time	1	
8		8	

Cash Management Division			
FY 20-21 Budget		FY 21-22 Base	
1	Dir., Cash Mgt.Div. 0386-L	1	
1	Chief Portfolio Mgr. 0332-L	1	
1	Asst. Portfolio Manager 0330-L	1	
1	Portfolio Analyst 0326-L	1	
1	Inv. Portfolio Spec. 0331	1	
2	Inv. Portfolio Clerk 0329	1	
7		6	

Tax Collector Administration Division				FN06
FY 20-21 Base		FY 21-22 Base		
Tax Collector Admin				
1	Tax Collector 0371-L	1		
2	Asst Tax Col 0370-L	2		
1	Tax Collector Mgr- 0359-T	1		
1	Sr. Tax Rec. Spec. 0351	1		
1	Admin. Officer III 0812	1		
1	Spec Proj Adm II 0832-L	1		
2	Tax Collector Fin Sec Mgr -0379	2		
9		9		

FY 20-21 Budget			
FY 20-21 Budget		FY 21-22 Base	
1	Asst Controller 0375-L	1	

Accounts Payable

1	Fin Section Man 0354-L	1	
3	Fin Section Assistant Man 0	3	
2	AP Comp. Spec. 0328	2	
7	Accountant II 0316	7	
5	Accountant I 0315	6	
2	Accountant I 0315-PT	1	
15	Account Clerk 0310	15	
3	Clerk IV 0013	3	
1	Clerk II 0011	1	
2	Inventory Clerk 0202	2	
1	OSS II 0021-PT	1	
3	Accountant III 0317	3	
46		46	

AP Workflow (GF030)

1	Fin Section Man 0354-L	1	
1	Finance SS Supv 0369	1	
3	Finance SS Spec. II 0368	3	
6	Finance SS Spec. I 0367	6	
19	Finance SS Tech 0365	19	
1	Accountant I 0315	1	
1	Clerk IV	1	
32		32	

FY 20-21 Budget			
FY 20-21 Budget		FY 21-22 Base	
1	Asst. Controller 0376-L	1	

General Accounting

5	Accountant III 0317	5	
1	Accountant II 0316	1	
1	Mgr. Fin. Reporting 0374-L	1	
1	FAMIS Coordinator 0324	1	
3	Accountant I 0315	2	
5	Account Clerk 0310	5	
1	Clerk IV 0013	1	
18		17	

Bank Reconciliation

1	Fin Section Assistant Man 035	1	
3	Accountant II 0316	3	
1	Accountant II 0316-PT	1	
2	Accountant I 0315	2	
3	Account Clerk 0310	3	
1	Clerk IV 0013	1	
11		11	

FY 20-21 Budget			
FY 20-21 Budget		FY 21-22 Base	
1	Asst Controller 0376-L	1	

Capital

1	Fin Section Man 0354-L	1	
1	Fin Section Asst Man 0353	1	
2	Accountant III 0317	2	
4	Accountant II 0316	4	
1	Accountant I 0315	2	
1	Accountant I 0315-PT Intern	0	
1	Clerk IV 0013	1	
11		12	

FEMA

3	Accountant III 0317	3	
1	Finance Section Man 0354-L	1	
1	Accountant II 0316	1	
5		5	
17		17	

Controller Positions Summary			
132	Full Time	132	
5	Part Time	3	
137		135	

Division	Full-Time						Part-Time**			
	FY 20-21 Base		P/T to FY conv Overages	Internal Transfers	Overage*	Eliminations	PATCS***	FY 21-22 Base		FY 21-22 Grand Total
								Positions	FTE	Positions FTE
Director's Office	6							6		6
Compliance & Admin	5			1				6		6
Controller	132		2				-2	132	3	2.2125
Tax Collector	250							250		250
Bond Administration	8							8		8
Cash Management	7			-1				6		6
Bus. Solutions Supp	7							7	1	0.7375
Total	415		2	0	0	0	0	415	4	2.95

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Collector Fin Sec Mgr -0379	1	
1	Tax Coll Fin Sec Asst Manag-0362	1	
2	Tax Coll Supv II 0361	2	
2	Tax Coll Supv I 0350	2	
6	Sr Tax Rec Spec 0351	6	
14	Tax Rec Spec II 0350	16	
1	Tax Coll Rev Spec (352)	1	
1	Clerk 4-0013	1	
3	Account Clerk 0310	1	
2	Inventory Clerk 0202	2	
2	Fin Coll & Enf Off 0348	2	
35		35	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Collector Fin Sec Mgr -0379	1	
1	Tax Coll Fin Sec Asst Manag-0362	1	
1	Tax Coll Supv II 0361	1	
2	Sr. Tax Rec Spec 0351	2	
12	Tax Rec Spec II 0350	12	
1	Accountant II	1	
1	Account Clerk 0310	1	
1	Inv Clerk 0202	1	
20		20	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	C & C Fin Sec Manager-0355	1	
1	Strategic Initiatives Manager 0892	1	

Credit & Collection

1	Tax Coll Fin Sec Asst Manag-0362	1	
4	Credit & Coll. Supv 0309	4	
4	Paralegal Coll. Spec 0305	4	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
35	Fin. Coll. Spec 0308	35	
1	Admin. Officer II 0811	1	
1	Accountant III 0317	1	
1	Accountant II 0316	1	
1	Accountant I 0315	1	
1	C&C Recovery Clk-313	1	
1	Clerk II 0011	1	
4	C & C Rep 0311	4	
1	Account Clerk 0310 H	1	
1	Hospital Acct. Clerk 0307	1	
1	Medical Billing Clerk 0304	1	
59		59	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Code Enf. Manager 4081	0	
1	Code Enf. Supervisor 4083	0	
10	County Commission, Clerk II 4041	8	
3	County Commission, Clerk III 4042	1	
1	Accountant III 0317	1	
1	Accountant II 0316	2	
0	Account Clerk 0310	2	
0	Administrative Officer II 0811	1	
0	Clerk IV 0013	1	
0	Finance Code Comp Tax Administ 0	0	
0	Finance Citation Comp Admin 9200	1	
17		17	
76		76	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Collector Fin Sec Mgr -0379	1	
3	Tax Coll Fin Sec Asst Manag-0362	3	
1	Paralegal Supv 0306	1	
6	Paralegal Coll. Spec. 0305	6	
3	Paralegal Support, Spec.	3	
3	Accountant II 0316	3	
4	Accountant I 0315	4	
2	Tax Coll Rev Spec(352)	2	
20	Tax Rec Spec II 0350	20	
6	Sr Tax Rec Spec 0351	6	
1	Tax Coll Supv I 0350	1	
3	Tax Coll Supv II 0361	3	
53		53	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Coll Fin Sec Asst Manag-0362	1	
1	Tax Coll Supv II 0361	1	
2	Sr. Tax Rec Spec 0351	2	
6	Tax Rec Spec II 0350	6	
3	Fin Coll & Enf Off 0348	3	
13		13	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Collector Fin Sec Mgr -0379	1	
1	Tax Coll Fin Sec Asst Manag-0362	1	
1	Tax Coll Supv II 0361	1	
4	Com/Tour Tax Examiner 9140	4	
3	Fin Coll & Enf Off 0348	3	
1	Tax Rec Spec II 0350	1	
1	Sr. Tax Rec Spec 0351	1	
12		12	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Coll Fin Sec Asst Manag-0362	1	
1	Tax Coll Supv I 0360	0	
8	Fin Coll & Enf Off 0348	8	
0	Tax Coll Supv II 0361	1	
1	Sr. Tax Rec Spec 0351	1	
2	Tax Rec Spec II 0350	2	
13		13	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Collector Fin Sec Mgr -0379	1	
2	Tax Coll Fin Sec Asst Manag-0362	2	
0	Accountant III 0317	1	
9	Accountant II 0316	8	
1	Accountant I 0315	1	
1	Account Clerk 0310	1	
14		14	

FY 20-21 Base			
FY 20-21 Base		FY 21-22 Base	
1	Tax Sys Mgr. 0341-L	1	
1	Tax Coll Fin Sec Asst Manag-0362	0	
0	Mgr, Tax Collector Bus Int-0337-T	1	
1	Fin Info Sys Admin 0321-L Admin.	1	
2	Officer II 0811	2	
5		5	

Tax Collector Positions Summary			
250	Full Time	250	
0	Part Time	0	
250		250	



As Of &lt;= 03/05/2021

Business Plan Report  
Finance Department

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag	Actual	Target	FY2020-21 Annualized Target	FY2021-22 Annualized Target
Customer	Monitor and Report Timely Payment of Invoices	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-2: Create and maintain an environment friendly to businesses, large and small	Miami-Dade County, AP Aging (30 Days)	✓	ES-3: Foster Economic Prosperity	'21 FQ1		83%	70%	70%	70%
				Miami-Dade County, AP Aging (45 Days)	✓	ES-3: Foster Economic Prosperity	'21 FQ1		93%	90%	90%	90%
Financial	Provide Accurate, Timely Reporting	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Certificate of Achievement for Excellence in Financial Reporting Awarded	⊖	LS-1: Promote Leadership and Effective Management	2019 FY		1	1	1	1
	Expand Access to County Government by Placing Information and Transactions on-line	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services	Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal	⊖	LS-1: Promote Leadership and Effective Management	2020		\$2,158,002,373	\$1,977,000,000	n/a	n/a
	Meet Budget Targets (Finance)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Expen: Total (Finance) (Annual budget divided by quarters)	✓	LS-1: Promote Leadership and Effective Management	'21 FQ1		\$11,427K	\$15,265K	\$61,063K	\$63,776K
	Sound Asset Management and Financial Investment Strategies - Cash Management	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Revenue: Total (Finance) (Annual budget divided by quarters)	✓	LS-1: Promote Leadership and Effective Management	'21 FQ1		\$22,019K	\$15,268K	\$61,063K	\$63,776K
	Maximize Revenues through Intensive Collection Activity (Credit and Collection)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	✓	LS-1: Promote Leadership and Effective Management	Jan '21		0.165%	0.050%	.5	.07
	Monitor Countywide Bond Ratings	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Compliance with Investment Policy and Guidelines	✓	LS-1: Promote Leadership and Effective Management	'21 FQ1		100%	100%	100%	100%
		GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Average No. of Accounts Worked Per Day Per Collector	⊖	ES-3: Foster Economic Prosperity	'21 FQ1		29	45	45	45
		GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Total Revenue Collected on all Delinquent Debts (Countywide)	✓	ES-3: Foster Economic Prosperity	'21 FQ1		\$3,084,573	\$5,834,025	\$23,336,100	\$23,394,57
		GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Debt Portfolio Fees	⊖	ES-3: Foster Economic Prosperity	'21 FQ1		\$1,054K	\$1,822K	\$7,288K	\$7,288K
		GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Bond Ratings Evaluation by Standard & Poor's	⊖	LS-1: Promote Leadership and Effective Management	'21 FQ1		AA	AA	AA	AA
Learning and Growth	Tax Collector Distributions per Florida § 197.383	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Bond Ratings Evaluation by Moody's	⊖	LS-1: Promote Leadership and Effective Management	'21 FQ1		Aa2	Aa2	Aa2	Aa2
				Debt Service Payments	⊖	LS-1: Promote Leadership and Effective Management	'21 FQ1		100%	100%	100%	100%
	Convention & Tourist Tax Distributions	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Property Tax Distributions	⊖	ES-3: Foster Economic Prosperity	Feb '21		1	1	14	14
				Local Business Tax Distributions	⊖	ES-3: Foster Economic Prosperity	Feb '21		1	1	12	12
	Property Tax Installment Distributions	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Bank Interest Distributions	⊖	ES-3: Foster Economic Prosperity	Feb '21		0	0	4	4
				Bank Interest Distributions	⊖	ES-3: Foster Economic Prosperity	Feb '21		0	0	4	4
	Positions: Full-Time Filled (FIN)	GG2-1: Attract and hire new talent	GG2-1: Attract and hire new talent	Property Tax Distributions	⊖	ES-3: Foster Economic Prosperity	Feb '21		371	415	415	415
				No. of Employee Trainings Attended	⊖	LS-1: Promote Leadership and Effective Management	'21 FQ1		124	187	187	150
	Learning/Training	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Property Tax Distributions	⊖	ES-3: Foster Economic Prosperity	Feb '21		1	1	14	14
				Local Business Tax Distributions	⊖	ES-3: Foster Economic Prosperity	Feb '21		1	1	12	12

## Initiatives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Cohesive, Standardized Countywide Financial Systems and Processes - Finance	Roll out Miami-Dade County's ERP PeopleSoft Financial Modules	12/31/2020	In Progress						Bello, Joaquin (FIN); Gomez, Barbara (FIN); Rizzo, Madelin (FIN); Rufat, Berta (FIN)